



Baltimore

Department of Social Services

Annual Report

FY 2006-2007

Building A Better Community

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*We make a difference in
the lives of adults,
children, and families...*

2006-2007
Annual Report

Baltimore City Department of Social Services

Mission

Baltimore City Department of Social Services preserves families, protects vulnerable children and adults, and promotes self-sufficiency.



Vision

We envision a Baltimore City Department of Social Services as a human service organization that enables people to support and protect themselves and their families, through expansion of community based services and partnerships with other organizations.



Samuel Chambers Jr., Director Baltimore City Department of Social Services

Samuel Chambers, Jr., was appointed as Director of the Baltimore City Department of Social Services in November 2004. He most recently served as President and Chief Executive Office of the Detroit Rescue Mission Ministries, providing services to a wide spectrum of needy individuals and families who were homeless, underemployed, drug dependent, etc.

Mr. Chambers was Administrator, Us Department of Agriculture Food & Nutrition Services from 1998-2001.

He has served as Administrator of the Michigan Family to Family Initiative, the state's project to reform the foster care system. He has also served as an adjunct professor at Wayne State University.

He began his public service career in 1968, serving at state and county levels of government in Michigan. He has been Director of Administration, Acting Director of Children and Youth Services, Deputy Director for Statewide Field Operations, and Director of the Michigan Department of Social Services in Wayne County, which includes Detroit.

Mr. Chambers holds a Bachelor of Arts degree in Psychology from Southern University and a Master of Public Administration from Wayne State University.

In June 2006, under Director Chambers tenure, Baltimore City Department of Social Services became an accredited agency with the Council of Accreditation.

Director's Philosophy

Our road map to get to the place we want to be
Magnetic North

- It represents a returning of our local Agency's mission, vision, and value statements in keeping with today's realities;
- It represents an integration of all current organizational commitments for excellence in administration and program service outcomes;
- It firmly focuses all of our effort as a team toward the accomplishment of four major unifying goals that are cross-functional in nature; and
- It allows us to make the serious commitment to results and

Our job as a leadership team is to take this team to a place that it has never been. As Director, it is my desire to help provide the leadership for this effort that all of you deserve and have a right to expect. I'll see you at the finish line!

With warmest regards,
Samuel Chambers, Jr., MPA



Commission Members

The Commission comprises the following 13 members:

Prof. James E. Craigen,
(Chair)

Regina M. Bernard
Pamela Bohrer Brown
Lillian Jones Cuffie
D. Morton Glover
Jesse Joseph Harris
Stephen Marz
Martha A. Holleman
Sandra Marie Jones
Kristen Stamile Kinkopf
Gena O'Keefe, M.D.
Quanta Pierce
Reginald Scriber



The Commission members are appointed by the Mayor and confirmed by City Council in accordance with Article IV, § 6 of the City Charter.

Powers and duties:

The Commission has the powers and duties prescribed by State and City law.

Project HOME

Project HOME is a long term or permanent supportive housing and case management program for vulnerable disabled adults who cannot live independently. While Project HOME serves a range of disabilities, the majority of adults living in Project HOME residences are those with serious & persistent mental illness, physical illness/disability, advanced HIV/AIDS, and substance use.

There are other specialized services (In Home Aide Services and Emergency Financial Assistance) available to adults with advanced HIV/AIDS to allow them to remain independent in the community. Project HOME residences are called Certified Adult Residential Environment (C.A.R.E.) homes and are usually private homes that accept the placement of disabled persons through Project HOME. Project HOME staff locates, certify, and monitor C.A.R.E. homes. Case Managers help the residents of C.A.R.E. homes to secure any needed services.

During FY 2006, Project HOME served a monthly average of 150 assisted living applicants and residents, a monthly average of 86 Provider home-studies, certifications and recertification's and a monthly average of 60 HIV/AIDS disabled individuals living in the community receiving IHAS services and Emergency Voucher funds. At the end of FY 2006, there were 68 C.A.R.E. Providers with 164 beds in Baltimore City. Seventeen percent of the beds were certified for residents of Project HOME/AIDS.

During FY 2006 Project HOME improved service delivery systems through Continuous Performance Improvement & Accreditation. Project HOME's accomplishments included:

- Project HOME achieved 100% compliance with accreditation best practice standards for S-26, Group Home Living.
- Project HOME exceeded tactical planning goals by:
- Increasing the number of new providers brought into the program during FY 2006 by 50% from FY 2005.
- Increasing the number of new clients brought into the program during
- FY 2006 by 30% from FY 2005.



During FY 2006, Project HOME's authority was restored to the Maryland Department of Human Resources when the Program was removed from the Maryland Department of Health & Mental Hygiene's Assisted Living law/regulations.



Fiscal Year 2006 Budget

02 Family Investment Bureau = \$ 51,385,966

03 Child Welfare Services = \$ 66,262,893

04 Adult Services = \$ 12,657,306

05 Local General Administration = \$ 14,791,995

TOTAL = \$ 145,098,190

Fiscal Year 2007 Budget

02 Family Investment Bureau = \$54,186,653.

03 Child Welfare Services = \$72,230,932

04 Adult Services = \$14,965,033

05 Local General Administration = \$13,014,033

TOTAL = \$154,396,615

Adult Protective Services

Adult Protective Services has been participating with the Baltimore City Police Department and the Commission on Aging in an effort to identify vulnerable seniors with special needs. The police have developed a database of personal information linked to a number which appears on a bracelet worn by the seniors with special needs.



In FY, 2006 APS Program Manager participated on an expert panel with individuals from the Attorney General's Office and the Baltimore City Police Department in a three day seminar on Financial Exploitation of the Elderly and Vulnerable Adult. The program was coordinated by the National White Collar Crime Center, with financial support from the Department of Justice. About 25 individuals attended: APS social workers, state police officers, and attorneys from a variety of agencies and states.

In FY, 2007, APS continues to participate in the policy and procedures work group of Maryland Disabilities Response Team, a new initiative of the House of Ruth through a grant awarded by the US Department of Justice. The goal of this initiative is to develop a coalition among agencies to provide effective service to women with disabilities who are victims of domestic violence.

APS participated on the development of a proposal for purchase of service outcome measurement software.

APS continues to participate on the Chimes' Human Rights Advisory Committee. This has been at least a 10 year effort, and requires attendance by a staff member every other month to review service provision for mentally challenged adults in the Chimes program with an emphasis to assure there is no violation of human rights.

PREVENTION SERVICES 06-07

The Eviction Prevention Program

works to assess the situations and resources of customers, marshal other resources as necessary, and intervene in the eviction process to prevent homelessness. In FY 06, 2,983 new households requested services (68% were families). 44% of prevented evictions were through mediation/negotiation and 56% were by direct grants.



Energy Assistance intervenes when utility issues threaten to cause homelessness or prevent the re-housing of the homeless. Over 4,335 new customers applied for energy services in FY 06 (66% were families). Of the total number seen, 60% received oil referrals and fuel fund credits to restore utilities.

Emergency Assistance Family Investment Bureau provides temporary financial assistance to homeless families and individuals, including TCA (Temporary Cash Assistance), Food Stamps, and TDAP (Temporary Disability Assistance Program). During FY 2006, over 46% of customers seen for shelter services lacked mainstream benefits and were referred to the Emergency Environmental Assistance Unit for financial benefits.

Family Investment Bureau

Food Stamp Change Center (FSCC): The Food Stamp Change Center was fully implemented in July 2003 to provide easy access for food stamp recipients to report changes by telephone without the need for office visits and to address the food stamp error rate for failure to act on reported changes. During FY 2006, 6,347 changes were reported affecting \$542,256 in benefits.

Center Stat: The Family Investment Bureau continues a successful



performance management process called Center Stat. Monthly meetings are held to discuss performance and process issues related to services provided through the eight Family Investment Centers, including TCA work programs and application processing. Staff members from all levels of the bureau are represented at the meetings to allow their input

and increase the understanding of the outcome and process data that are presented and discussed.

Food Stamp Program Outreach: The outreach efforts of the Baltimore City Family Investment Bureau continue to expand to further increase food stamp participation. Baltimore City Food Stamp Change Center staff attend partner-sponsored community events to take applications for the Food Stamp Program and answer basic questions. During FY 2006 over 300 food stamp applications were taken at outreach events which included the City's relief center set up at the DuBurns Arena during the aftermath of the Hurricane Katrina catastrophe. BCDSS is a part of the DHR Food Stamp Outreach Work Group along with Food and Nutrition Services (FNS). Plans for enhanced access include the implementation of a web-based application tool that will enable customers to apply for benefits on-line.



Family Investment Bureau

Reduction in the Food Stamp Error Rate: Numerous action steps were fully implemented that positively impact this objective. The Payment Accuracy Review System and Error Stat process continues. Quarterly payment accuracy meetings are conducted. The error rate for FY 2006 was 5.81%, which is under the state's target of 6.0% and a decrease from the 6.07% error rate for FY 2005. . In FY 2007 the error rate was 6.3% negative 15.2%.



Universal Engagement (UE): In FY 05, the State implemented a Universal Engagement requirement for all TCA recipients to be actively engaged in an acceptable federal or state work activity immediately after applying for benefits. During FY 06, FIB successfully improved its Universal Engagement rate from 64.5% to 99.7%. In FY 2007 the rate was 95%.

Job Placements: For FY 2006, 4,253 customers were placed in jobs at an average wage of \$8.11 per hour. In FY 2007, job placements decreased to 3,978.

TCA Caseload: During the FY 2006, the number of TCA recipients decreased from 33,886 individuals to 27,522 individuals, a decline of 19%. In FY 2007, the number of TCA recipients continues to decline from 27,411 to 24,956 or 9%.

Job Fairs: The Family Investment Bureau, in collaboration with the Department of Human Resources and over 84 employers throughout the metropolitan area, sponsored two citywide Job Fairs. Over 3,000 Temporary Cash Assistance recipients attended. Approximately 221 were offered immediate employment.

Targeted Training Programs: BCDSS continued to maintain its targeted training relationship with the Baltimore City Fire Department through the Emergency Medical Technician (EMT) program. Over 70% of the 20 customers trained in the EMT program successfully obtained employment. In addition, a targeted partnership was established between the Baltimore City Public School System (BCPSS) and the Department of Human Resources. Both areas were identified as having sufficient employment opportunities consistent with TCA customers' interests and abilities. In FY 2007, FIB target our subsidized employment to special occupational fields, e.g. GNA, CNA, Childcare, Security, Administrative Assistants, drivers. Works indicate that we had 98 private sector Subsidized jobs, which would have included targeted training.

CVS Pharmacy
Universal Specialty Hospital
Department of Human Resources
Baltimore City Health Department
Md. Dept. of Juvenile Justice
Md. Dept. of Transportation
Md. State Highway Admin.
Md. Aviation Admin.
New Life Fulfillment Child Care Ctr.
Md. Dept. of Labor & Licensing
Merit Building Contracting
Little Dimples II Corp.
Bon Secours Family Support Ctr.
Md. Office of Public Defender

Office Human Resources FY 2006-2007



During FY 06, OHR's Employment Division facilitated the hiring of 243 new employees. In order to increase our recruitment pool, OHR expanded partnerships with local colleges and universities. OHR also represented BCDSS at 8 job fairs during this time period.

OHR's Classification Division processed 205 reclassifications, 70 non-competitive promotions, and 43 acting capacity pay actions during FY 06. The Classification Division also conducted multiple training sessions for supervisors and managers on reclassification policies and procedures during this time frame.

OHR's Employee Relations Unit developed and delivered training to first line supervisors on progressive discipline, emphasizing their role in taking a proactive approach to assist employees to improve work performance.

OHR's Training and Staff Development Unit (T&SD) provided training to 1,050 staff during FY 06. T&SD also trained 173 foster parents and kinship care relatives in FY 06. An additional 215 BCDSS staff and Community partners received training on the Strong Family/Strong Neighborhood Initiative.

T&SD coordinated and facilitated the LJ Rally in which 811 BCDSS Services caseworkers received performance improvement training. T&SD also assisted in the coordination of the Community Resource Fair sponsored by BCDSS.

The Leadership Succession Program (LSP), now in its third year, graduated 14 staff in FY 06. The LSP Program is designed to help prepare participating staff to become the future leaders of the agency.

Office Human Resources...

During FY 07, the Employment Unit facilitated the hiring of 228 new employees, conducted 22 weekly orientation sessions and represented BCDSS at 17 job fairs.

The Classification Unit processed over 200 reclassifications, 130 non-competitive promotions, and 33 acting capacity pay actions during FY 07. The Classification Unit also continued to provide training sessions for supervisors and managers on classification procedures.

The Employee Relations Unit continued to provide guidance, direction and training to first line supervisors and managers on progressive discipline. The Employee Relations Unit conducted 177 investigations during FY 07.

The Processing Unit processed 1,412 personnel transactions during this period and maintained over 2,400 personnel files.

During FY 07, the Automation unit supported the hiring process through the preparation of weekly vacancy reports, quarterly summaries of exit interview data, and vacancy and turnover statistics. This unit prepared 103 exception requests that were required to fill vacant positions during this period. This unit tracked, monitored and reported on the agency's compliance with the Performance Evaluation Program on a quarterly and annual basis.

The Training and Staff Development Unit (T&SD) provided training to 1,616 staff during FY 07. T&SD also trained 498 foster parents and kinship care relatives in FY 07. T&SD implemented the BCDSS Lesson Plan & Script, which documents all aspects of the courses taught by T&SD staff. As a Knowledge Management tool, the lesson plans allow T&SD to create a library of courses.

The fourth class of the Leadership Succession Program graduated in December, 2006. This program is designed to prepare participating staff to assume leadership roles within the agency.

T&SD coordinated the creation of the Morgan State University/BCDSS IV-E Program. Students in Morgan's Social Work MSW/BSW Program are placed in BCDSS in exchange for tuition.

T&SD coordinated the 2007 Black Administrators in Child Welfare Conference held in February, 2007.

Homeless Emergency Environmental Services Unit (HEESU)

Mission

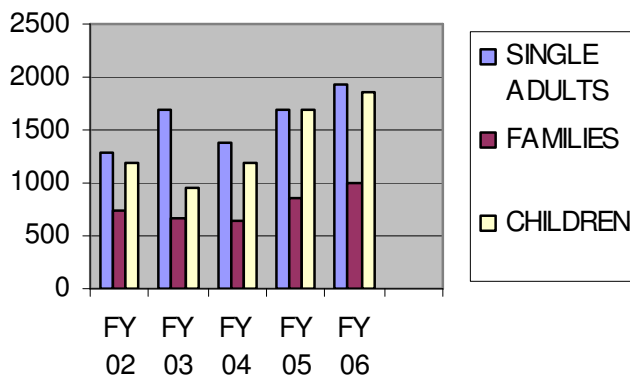
The mission of the Homeless Emergency Environmental Services Unit is to address the immediate environmental needs of individual adults and families who are experiencing a crisis involving homelessness, eviction/loss of housing, or energy crisis.

CENTRAL INTAKE AND SHELTER SERVICES:

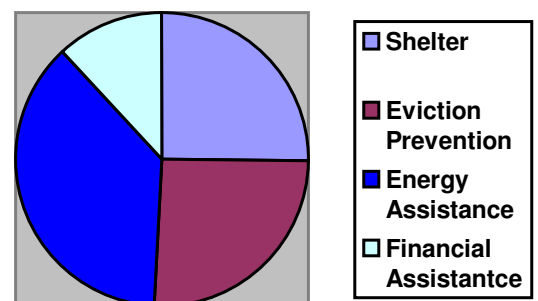
Homeless Services Intake provides crisis intervention, assessments, and referrals for vulnerable homeless persons in Baltimore City. The total unduplicated number of people who were served by the Homeless Shelter Intake Unit in FY 06 was 2,930 consisting of 1,003 families (with 1,869 children as part of the family unit) and 1,917 individuals who were homeless and stabilized in shelters. There has been a steady increase in the number of customers applying for shelter services. Increasingly, homeless families and children are changing the face of homelessness.



Steady increase in the number of homeless children



Components of HEESU



HEESU FY 2007

Central Intake Services: HEESU provides case management services and shelter referrals for adults and families in Baltimore City who are experiencing homelessness or are at risk of homelessness. The primary goal of case management is to address the barriers to housing, working towards appropriate, stable housing. The total unduplicated number of people who were served by the HEESU Central Intake Unit in FY07 was 2,730 consisting of 1,049 families (with 1,856 children as part of the family unit) and 1,681 adults.

Housing Counselor Program: HEESU Housing Counselors assist customers who are addressing their barriers to housing and are assessed to be housing ready. The Housing Counselors provide landlord-tenant education, assist customers with locating safe, affordable housing, and maintain information regarding current housing resources for families and single adults. The Housing Counselors work cooperatively with agency and community case managers to stabilize adults and families.

Family Services

Is now participating in the Kinship Care Subsidized Guardianship Project that was authorized during the 2006 Maryland General Assembly. Legislators authorized funding to expand the guardianship subsidy project to increase permanency and remove children from the child welfare system. The Kinship Care Guardianship Project provides legal stability for children who are unable to return home to their biological parents and where adoption is not an option. The goal is to encourage relatives to become legal guardians and rescind the local department's commitment order.



Family Services Updates

Family Services has one administrative unit that exclusively provides services to medically fragile children and babies exposed to drugs in vitro.

Family Services is responsible for all out of placement services and has a diverse staff working with a diverse caseload of children.

Family Services works with the children and families to obtain permanency. The five permissible Adoption & Safe Family Act (ASFA) permanency plans are:

- Return to parent (also known as reunification)
- Adoption upon the filing of a petition to terminate parental rights
- Referral for legal guardianship
- Permanent placement with a fit and willing relative
- Another planned permanent living arrangement (but *only* if there is a compelling reason why none of the other ASFA permanency plans is in the child's best interests)

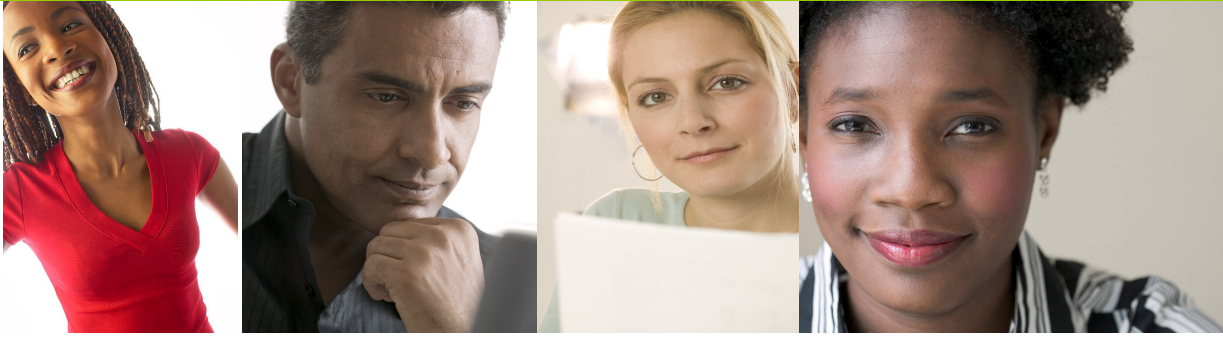
The Permanency Plans above are listed in order of preference. This hierarchy is not inflexible—determining plans for children requires individualized judgments based on the circumstances of each individual child.

Intake & Assessment Family Preservation

Statistics 2006-2007

| Family Services | 2006 Numbers | 2007 Numbers |
|--|-------------------------|-------------------------|
| <i>Child Welfare</i> | | |
| Total # of Children in Care | 6621 | 6342 |
| Total # of Physical Abuse and Neglect Investigations | 3866 | 3174 |
| Voluntary Placements | 13 | 9 |
| <i>Family Preservation</i> | | |
| Helping Families Stay Together Families Served | 2,013 | 2079 |
| Family Recovery Program (Families Served) | 161 | 229 |
| <i>Data Source: All data take from CIS and State Stats</i> | | |

Social Services to Adults



Social Services to Adults (SSTA) is a voluntary program which strives to provide community-based services to Baltimore City residents, 18 years of age and older, who are physically or mentally disabled, and have no minor children. SSTA seeks to build, sustain, and augment, rather than replace, the adult's family and community support systems. The adult is encouraged to assume or maintain as great a degree of self-sufficiency and self-determination as possible.

During FY'2006 SSTA received 2,248 new referrals and completed 1,490 new assessments. SSTA provided short term one time only assistance to 1,005 customers and opened 485 cases for continuing services. In all a total of 1,981 customers received case management services in FY 06. Staff worked on 540 cases from the SSTA Waiting List, providing case management services and making linkages to community resources and services.

SSTA was able to assist approximately 875 customers through case management and supportive services to remain safely in the community and not be institutionalized, which is the ultimate goal of SSTA.

SSTA continued their partnerships during FY 06:

SSTA provided liaison services at the six Community Action Centers through the Baltimore City Department of Housing and Community Development.

SSTA had a collaborative partnership with the Senior Care Program through the Commission on Aging and Retirement Education (CARE) in providing services to their mutual elderly customers.

SSTA, in conjunction with the Alzheimer's Association of Central Maryland, conducted support groups for caretakers of persons with Alzheimer's type of dementia and other forms of dementia.

FY 2006-2007 – Social Services to Adults (SSTA)

| ADULT SERVICES | FY 2006 | FY 2007 |
|--|---------|---------|
| New Referrals | 2,248 | 2,722 |
| New Assessments Completed | 1,490 | 2,185 |
| Short Term/ One Time Only | 1,005 | 1,375 |
| Cases Opened for Continuing Services | 485 | 810 |
| Total Customers Receiving Case Management Services | 1,981 | 2,668 |
| Wait List Cases | 540 | 1,001 |
| Total # Customer assisted Through Case Management and Support Services | 875 | 1,495 |
| <i>Data Source: All data was taken from SSTA database</i> | | |

Senior Management Team Samuel Chambers Jr., Director



| | |
|---------------------|--|
| Aaron Moore | Finance |
| Alvin Parks | Adult, Family & Children's Services Bureau |
| Nichole Leonard | Acting Deputy Asst. Director, AFCS |
| Barbara Peart | Planning, QA & Support Operation |
| Ginger Scott | Human Resources |
| James Becker | Deputy Asst. Dir., Legal Services |
| Jane Smith | Transformation & External Affairs |
| Millicent E. Gordon | Legal Services |
| Tracey Paliath | Family Investment Bureau |
| Claudietta Johnson | BCDSS's LJ Coordinator |





Baltimore City Department of Social Services
Samuel Chambers, Jr., Director

Contact: 443-423-6300 · TTY: 443-423-6502
www.dhr.state.md.us